

**From:** (b)(6);(b)(7)(C)  
**To:** (b) (6) [KOLBE, KATHRYN](#)  
**Cc:** (b) (6) (b)(6);(b)(7)(C) (b) (6) [FLANAGAN, PATRICK S](#)  
**Subject:** RE: Executive Order Milestone POC and Due Date  
**Date:** Wednesday, March 08, 2017 3:16:14 PM  
**Attachments:** [EO Milestone POC 2017-0308 CBPEDITS.xlsx](#)

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(b) (6)

Please see attached and let us know if you have any questions.

Thank you,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

(A) Deputy Chief of Staff - Policy  
U.S. Customs & Border Protection

(b)(6);(b)(7)(C)

---

**From:** (b) (6)  
**Sent:** Tuesday, March 7, 2017 4:15 PM  
**To:** KOLBE, KATHRYN (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)  
**Cc:** (b)(6);(b)(7)(C)

**Subject:** Executive Order Milestone POC and Due Date

Dear Task Force Members,

As documented in the attached "EO Implementation Tracker," your Component contributes to a number of activities.

Please note that we need to confirm who exactly your Component's "Point of Contact" is for each activity and what the current due date is for the completion of each activity.

**Please complete the highlighted columns in the attached "EO Milestone POC" and return it to me and (b) (6) (cc'd) by 2pm tomorrow.**

Should you have any questions, please contact me at your convenience.

Thank you,

(b) (6)

(b) (6)

**EO Implementation**

Department of Homeland Security

Tel: (b) (6)

(b) (6)

	A	B	C	D	E	F	G	H	I
1	Executive Order	Section Name	Milestone	Target Completion	Lead Working Group	Matrixed Services Supporting WGs	Lead Office(s)	POC	Updates
NON-RESPONSIVE									
166	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04: Obtain complete operational control of the Southern Border	Enhance our messaging campaign in Northern Triangle countries emphasizing that attempts to enter the United States illegally will be unsuccessful in light of the President's Executive Orders	2/28/2017	Wall Construction	Communication / Engagement	CBP	(b)(6);(b)(7)(C)	2/24/2017 - (b)(6);(b)(7)(C) CBP OPA has ongoing efforts with DOS on a more aggressive campaign strategy that began in December 2016 and will conclude in January 2017 CBP OPA will continue to work with Elevation to discuss options to adjust the digital messaging that is on social media/websites throughout Central America
170	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04a 04b 04c: Construct a physical wall on the Southern Border	Establish Integrated Project Team	2/2/2017	Wall Construction		CBP	AC Karl Calvo	2/24/2017: Marked as completed
171	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04a 04b 04c: Construct a physical wall on the Southern Border	Issue contract solicitation to construct temporary detention facilities along SWB	2/2/2017	Wall Construction		CBP	AC Karl Calvo	2/24/2017: Marked as completed

	A	B	C	D	E	F	G	H	I
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173	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04a 04b 04c: Construct a physical wall on the Southern Border	Capital Investment Plan (CIP)	6/30/2017	Wall Construction		CBP	AC Karl Calvo	2/24/2017 - CBP OFAM has identified all required costs for the first phase of the wall construction; Phase I construction (b)(7)(E) in SDC and EPT) expected to cost approximately (b)(5) CBP ALC approval required to use BSFIT funding based on impact analysis
174	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04a 04b 04c: Construct a physical wall on the Southern Border	Ensure resource procurement and hiring programs are in compliance with "Buy American" requirements	Ongoing	Wall Construction		CBP	(b)(6);(b)(7)(C)	2/24/2017 - OCC review of BAA / fence procurement: (b)(5) [REDACTED] [REDACTED] [REDACTED] [REDACTED] (b)(5) [REDACTED] [REDACTED] [REDACTED] [REDACTED]



From:  
To:

(b) (6)  
(b) (6), (b) (7)(C)

Cc:

Subject:

Attachments:

(b) (6) [KOLBE, KATHRYN](#) (b) (6)  
(b) (6)  
EO Implementation Task Force  
NON-RESPONSIVE  
[EO High Priority 03.15.17.docx](#)  
NON-RESPONSIVE

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NON-RESPONSIVE

> <<EO High Priority 03.15.17.docx>>

NON-RESPONSIVE

Executive Order Implementation - 03/15/17

Working Group	Lead	Action	Deadline (ESEC)	EO	Deliverable / Comments
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NON-RESPONSIVE

Priority Actions – Executive Orders

EO 1: Border Security and Immigration Enforcement Improvements

Wall	CBP	Wall Construction		Border (Sec 4abc)	
Metrics	CBP	Gain Operational Control of the Southwest Border		Border (Sec 4d)	
Border Sec. & Int. Enfor.	CBP ICE	287(g) Actions		Border (Sec 10)	

NON-RESPONSIVE

**From:** (b) (6)  
**To:** ALLES, RANDOLPH D; KOLBE, KATHRYN; (b)(6);(b)(7)(C)  
**Cc:** (b)(6);(b)(7)(C)  
**Subject:** Wall Construction: Milestones  
**Date:** Wednesday, March 08, 2017 11:52:55 AM  
**Attachments:** [EO Milestones Wall Construction WG 2017-0308.xlsx](#)

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Wall Construction Working Group,

In preparation for tomorrow's Task Force meeting, please find attached a list of milestones associated with the Wall Construction Working Group. The most recent status updates are highlighted in red (in column J).

We are currently collecting POC names for each of the milestones, as well as updated target completion dates, to assist with tracking and management in the future. We will share this information with you as soon as we have it ready.

If possible, we would like to meet (via phone) to review the attached list. Please let us know a couple of days/times next week that work for you so we can coordinate schedules. The meeting shouldn't take more than hour.

In the meantime, if you have any questions about the attached spreadsheet or the milestones contained within it, please do not hesitate to reach out to us.

Very respectfully,

(b) (6)

**Executive Order Implementation**

Department of Homeland Security

Tel: (b) (6)

(b) (6)

	A	B	D	E	F	G	H	I	J
1	Executive Order	Section Name	Milestone	Target Completion	Lead Working Group	Matrixed Services Supporting WGs	Lead Office(s)	POC	Updates
NON-RESPONSIVE									
166	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04: Obtain complete operational control of the Southern Border	Enhance our messaging campaign in Northern Triangle countries emphasizing that attempts to enter the United States illegally will be unsuccessful in light of the President's Executive Orders	2/28/2017	Wall Construction	Communication / Engagement	CBP	(b)(6);(b)(7)(C) CBP (b)(6);(b)(7)(C) (CBP)	<p>3/7/2017 - (b)(6);(b)(7)(C) The current campaign running in Central America through May 2017 "Our Country Our Future" does contain a message about the dangers of crossing the border without documentation which we believe supports the intent of the EO Please feel free to view the campaign website and the materials at <a href="http://www.nuestrapatrianuestrofuturo.org/">http://www.nuestrapatrianuestrofuturo.org/</a></p> <p>CBP OPA has discussed options with our vendor to immediately enhance messaging in light of EO CBP OPA has two options for further consideration:</p> <ul style="list-style-type: none"> <li>- New branded campaign to launch in June 2017 (or earlier if needed) - No additional funding required; CBP would work with vendor to script a new radio message and would work with DHS OPA on messaging - would run in the Northern Triangle Countries and would develop new digital web banners for social media websites</li> <li>- New branded campaign to launch in late summer / early fall for 3-6 months - Additional funding would be required; Campaign materials would include additional options such as TV radio digital outdoor (posters)</li> </ul> <p>2/24/2017 - (b)(6);(b)(7)(C) CBP OPA has ongoing efforts with DOS on a more aggressive campaign strategy that began in December 2016 and will conclude in January 2017 CBP OPA will continue to work with Elevation to discuss options to</p>
170	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04a 04b 04c: Construct a physical wall on the Southern Border	Establish Integrated Project Team	2/2/2017	Wall Construction		CBP		2/24/2017: Marked as completed
171	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04a 04b 04c: Construct a physical wall on the Southern Border	Issue contract solicitation to construct temporary detention facilities along SWB	2/2/2017	Wall Construction		CBP		2/24/2017: Marked as completed

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173	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04a 04b 04c: Construct a physical wall on the Southern Border	Capital Investment Plan (CIP)	6/30/2017	Wall Construction		CBP		<p>3/7/2017 - CBP continues to request additional information from DHS regarding the requirements for the Capital Investment Plan CBP continues to request additional information from DHS regarding the requirements for the Capital Investment Plan</p> <p>2/24/2017 - CBP OFAM has identified all required costs for the first phase of the wall construction; Phase I construction (b) (7)(E) in SDC and EPT) expected to cost approximately (b) (5) CBP ALC approval required to use BSFIT funding based on impact analysis</p>
174	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04a 04b 04c: Construct a physical wall on the Southern Border	Ensure resource procurement and hiring programs are in compliance with "Buy American" requirements		Wall Construction		CBP		<p>3/7/2017 - CBP is engaged in Working Group w/ EOIR ICE OPLA and ICE ERO to establish requirement which will drive financial implications for CBP</p> <p>2/24/2017 - OCC review of BAA / fence procurement: (b) (5)</p> <p>(b) (5)</p>

**From:** (b) (6)  
**To:** KOLBE, KATHRYN; (b)(6);(b)(7)(C)  
**Cc:** (b)(6);(b)(7)(C)  
**Subject:** Executive Order Milestone POC and Due Date  
**Date:** Tuesday, March 07, 2017 4:14:47 PM  
**Attachments:** [EO Implementation Tracker 3.7.2017 v12.docx](#)  
[EO Milestone POC 2017-0307v2\\_CBP.xlsx](#)

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Dear Task Force Members,

As documented in the attached "EO Implementation Tracker," your Component contributes to a number of activities.

Please note that we need to confirm who exactly your Component's "Point of Contact" is for each activity and what the current due date is for the completion of each activity.

**Please complete the highlighted columns in the attached "EO Milestone POC" and return it to me and (b) (6) (cc'd) by 2pm tomorrow.**

Should you have any questions, please contact me at your convenience.

Thank you,

(b) (6)

(b) (6)  
**EO Implementation**  
Department of Homeland Security  
Tel: (b) (6)  
(b) (6)

**DRAFT – PRE-DECISIONAL**  
EXECUTIVE ORDER IMPLEMENTATION (March 7, 2017)

N		Launch JTF-W and JTF-I joint operation against TCOs, in conjunction with DOJ	ICE	Immediate	(b) (7)(E)	
N		Intensify efforts to speed issuance of travel documents to facilitate removal efforts	ICE			
		Enhance our messaging campaign in Northern Triangle countries, emphasizing that attempts to enter the United States illegally will be unsuccessful in light of the President's Executive Orders	CBP	Immediate	<p>DHS OGC will also play a role as the Department's lead on all regulations. CBP POC: (b)(6);(b)(7)(C)</p> <p>The current campaign running in Central America through May 2017, "Our Country, Our Future" does contain a message about the dangers of crossing the border without documentation, which we believe supports the intent of the EO. Please feel free to view the campaign website and the materials at <a href="http://www.nuestrapatrianuestrofuturo.org/">http://www.nuestrapatrianuestrofuturo.org/</a>.</p> <p>CBP OPA has discussed options with our vendor to immediately enhance messaging in light of EO.</p>	

**DRAFT – PRE-DECISIONAL**

**DRAFT – PRE-DECISIONAL**  
**EXECUTIVE ORDER IMPLEMENTATION (March 7, 2017)**

					<p>CBP OPA has two options for further consideration:</p> <ul style="list-style-type: none"> <li>- New branded campaign to launch in June 2017 (or earlier if needed) – No additional funding required; CBP would work with vendor to script a new radio message and would work with DHS OPA on messaging – would run in the Northern Triangle Countries and would develop new digital web banners for social media websites</li> </ul> <p>New branded campaign to launch in late summer / early fall for 3-6 months – Additional funding would be required; Campaign materials would include additional options such as TV, radio, digital, outdoor (posters)</p>	
<b>2) Construct a physical wall on the Southern Border (Section 4a, 4b, 4c)</b>						
	✓	Establish Integrated Project Team	CBP	February 3, 2017		
	✓	Issue contract solicitation to construct temporary detention facilities along SWB	CBP	February 3, 2017		
	✓	Identify construction priorities	CBP	February 15, 2017	As of 2/17/17 S2 was briefed on CBP proposals for four wall prototypes follow on effort will be to construct	

**DRAFT – PRE-DECISIONAL**



**DRAFT – PRE-DECISIONAL**  
**EXECUTIVE ORDER IMPLEMENTATION (March 7, 2017)**

					200 miles of wall once prototype construction and area is selected.	
		Capital Investment Plan (CIP)	CBP	July 2017	<p>CBP OFAM has identified all required costs for the first phase of the wall construction; Phase I construction (b) (7)(E) (b) (7)(E) in SDC and EPT) expected to cost approximately (b) (5); CBP ALC approval required to use BSFIT funding based on impact analysis.</p> <p>CBP continues to request additional information from DHS regarding the requirements for the Capital Investment Plan.</p>	
	✓	Ensure resource procurement and hiring programs are in compliance with “Buy American” requirements	CBP		<p>OCC review of BAA / fence procurement: (b) (5)</p> <div style="background-color: black; width: 100%; height: 150px;"></div>	

**DRAFT – PRE-DECISIONAL**

Document Key:



Done



On Track



Delayed/Issues



Off Track

BW8 FOIA CBP 000450

**DRAFT – PRE-DECISIONAL**  
EXECUTIVE ORDER IMPLEMENTATION (March 7, 2017)

					<p>(b) (5)</p> <p>[REDACTED]</p> <p>CBP is engaged in Working Group w/ EOIR, ICE OPLA, and ICE ERO to establish requirement which will drive financial implications for CBP.</p>	
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NON-RESPONSIVE

**DRAFT – PRE-DECISIONAL**

Document Key:



Done



On Track



Delayed/Issues



Off Track

BW8 FOIA CBP 000451

	A	B	C	D	E	F	G	H	I
1	Executive Order	Section Name	Milestone	Target Completion	Lead Working Group	Matrixed Services Supporting WGs	Lead Office(s)	POC	Updates
NON-RESPONSIVE									
166	BORDER SECURITY AND IMMIGRATION ENFORCEMENT	Section 04: Obtain complete operational control of the Southern Border	Enhance our messaging campaign in Northern Triangle countries emphasizing that attempts to enter the United States illegally will be unsuccessful in light of the President's Executive Orders	2/28/2017	Wall Construction	Communication / Engagement	CBP	(b)(6);(b)(7)(C)	2/24/2017 (b)(6);(b)(7)(C) - CBP OPA has ongoing efforts with DOS on a more aggressive campaign strategy that began in December 2016 and will conclude in January 2017 CBP OPA will continue to work with Elevation to discuss options to adjust the digital messaging that is on social media/websites throughout Central America
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From:

(b) (6)

To:

(b) (6) [Metzler, Alan](#); [Higgins, Jennifer](#); [Hamilton, Gene](#); [Pejic, Gregory](#); (b) (6), (b) (7)(C)  
I (b) (6) [Shah, Dimple](#); (b) (6)  
[Carroll, Kevin](#); (b) (6) (b) (6), (b) (7)(C)  
; (b) (6)  
[Short, Tracy](#); [Feere, Jon](#); (b) (6)  
[Palmer, David](#); [Johnson, Jamie](#); [Johnson, Liz](#); [Clark, Alaina](#); (b) (6) ; [Wolf, Chad](#) (b) (6)  
(b) (6) [KOLBE, KATHRYN](#); (b) (6)  
; [Carroll, Kevin T.](#) (b) (6) [Corbin, Susan](#); [McDonald, Christina](#)  
(b) (6)

Cc:

Subject:

EO Implementation Task Force

Attachments:

NON-RESPONSIVE  
NON-RESPONSIVE  
[EO High Priority 03.15.17v2.docx](#)  
[EO Implementation Summary 2017-0315.pptx](#)

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NON-RESPONSIVE >> <<EO High Priority 03.15.17v2.docx>> <<EO Implementation Summary\_2017-0315.pptx>>

Please find attached the EO Executive Steering Committee Briefing Template

Please find attached a revised agenda and EO Priority List.

Executive Order Implementation - 03/15/17

Working Group	Lead	Action	Deadline (ESEC)	EO Section	Deliverable / Comments
NON-RESPONSIVE					
Pending Policy Decisions					
Policy	OGC, PRIV	<u>Privacy Act</u> <ul style="list-style-type: none"> <li>Rescind current policy re Privacy Act application to non-US persons <ul style="list-style-type: none"> <li>(b) (5)</li> </ul> </li> <li>Develop new policy that will govern information handling in the future (Due: No deadline identified) <ul style="list-style-type: none"> <li>(3/15/2017) No status updated provided.</li> </ul> </li> </ul>	3/14	Interior (Sec 14)	

# NON-RESPONSIVE

## Priority Actions – Executive Orders

### EO 1: Border Security and Immigration Enforcement Improvements

Wall	CBP	<p><b><u>Wall Construction</u></b></p> <ul style="list-style-type: none"><li>• <b><i>Capital Investment Plan (Due: 06/30/2017)</i></b><ul style="list-style-type: none"><li>○ (3/14/2017) CBP requires additional information from DHS to move forward with the task. (b) (5)</li></ul></li><li>• <b><i>Ensure resource procurement and hiring programs are in compliance with BUY AMERICAN requirements (Due: No deadline identified)</i></b><ul style="list-style-type: none"><li>○ (3/7/2017) CBP is engaged in Working Group w/ EOIR, ICE OPLA, and ICE ERO to establish requirement which will drive financial implications for CBP.</li></ul></li></ul>	6/30	Border (Sec 4abc)	
Wall	CBP	<p><b><u>Gain Operational Control of the Southwest Border</u></b></p> <ul style="list-style-type: none"><li>• <b><i>Enhance our messaging campaign in Northern Triangle countries</i></b><ul style="list-style-type: none"><li>○ (3/7/2017) The current campaign running in Central America through May 2017, “Our Country, Our Future” does contain a message about the dangers of crossing the border without documentation, which we believe supports the intent of the EO.</li></ul></li></ul> <p><b>NON-RESPONSIVE</b></p>	3/13	Border (Sec 4d)	

		<b>NON-RESPONSIVE</b>			
Border Sec. & Int. Enfor.	ICE, OGC	<u><b>Immigration Judges</b></u> <ul style="list-style-type: none"> <li>• <i>Develop long-term joint DHS-DOJ strategy, including long-term requirements, resources, personnel, and plan proceedings at POEs and along the Southern Bord</i> <ul style="list-style-type: none"> <li>○ (b) (5)</li> </ul> </li> <li>• <i>Coordinate required number of IJs for short term surge with DOJ (Due: No deadline identified)</i> <ul style="list-style-type: none"> <li>○ ICE and EOIR are engaged in continuing discussion regarding the 50 IJ surge.</li> </ul> </li> </ul>	3/19	Border (Sec 5c)	
Policy	CBP, PLCY, ICE	<u><b>235(c) Return to Territory</b></u> <ul style="list-style-type: none"> <li>• <i>Develop DHS implementation plan (CBP)</i> <ul style="list-style-type: none"> <li>○ (b) (5)</li> </ul> </li> <li>• <i>Engage in discussions with Mexican and Canadian governments (PLCY)</i> <ul style="list-style-type: none"> <li>○ (3/15/2017) No status update provided.</li> </ul> </li> <li>• <i>Assess and implement repatriation actions (PLCY, ICE)</i> <ul style="list-style-type: none"> <li>○ (3/14/2017) As of March 13, 2017, ICE Charter Operations removed 9,745 aliens a result of a planned removal surge operation. On March 8, 2017, ICE removed 8 Liberian nationals via charter flight including 2 FTC cases.</li> </ul> </li> <li>• <i>Assess Port Court operational and resource needs (PLCY, ICE; Due: No deadline identified)</i> <ul style="list-style-type: none"> <li>○ (3/7/2017) OFO's Enforcement Programs Division (EPD) met with Executive Office for Immigration Removal (EOIR) staff for a walk-through on their court hearings process, including attending 'live' proceedings. OFO-EPD, EOIR and ICE/OPLA visited various sites at El Paso, TX, to determine a location for piloting a virtual near border 'Port Court'. EPD will meet with OFO-APP leadership tomorrow to provide updates and determine a path forward and later draft a memo for briefing findings to OFO/CBP leadership. There were no updates to progress on discussion with the Mexican Government per EO on 235(b)(2)(c).</li> </ul> </li> </ul>		Border (Sec 7)	CBP has developed an off the shelf plan to establish Port Courts, following a series of site visits to assess the operational and resource needs in potential locations, CBP identified Tornillo as the preferred site for the first Port Court. However implementing the plan will require resolution of 235(b)(2)(c) which requires further engagement with GoM.



[illegible]

## Off Track

1

BW8 FOIA CBP 000458



## EO Implementation Progress

# NON-RESPONSIVE

Document Key



Done



On Track



Delayed/Issues



Off Track

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# EO Implementation Progress

Actions/Milestones	Date	Status
<b>1) Wall Construction</b> Components: CBP & MGMT (Wall Working Group) Sr. Staff: Randolph Alles		
• Identify construction priorities	2/14/17	✓
• Complete capital investment plan	6/30/17	
• Comply with “Buy American” requirements	TBD	

## Key Interdependencies/Issues:

### Issue Examples:

- Budget
- Rollout plan

## Document Key



Done



On Track



Delayed/Issues



Off Track

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**From:** (b) (6)  
**To:** (b) (6); Burriesci, Kelli; (b) (6); Clark, Alaina; (b) (6);  
Burke, Jenny; Christensen, Gillian; (b) (6); Pejic, Gregory; (b) (6);  
Shah, Dimple; Lapan, David; FLANAGAN, PATRICK S; (b) (6);  
McKeown, Michael; Wolf, Chad; (b) (6);  
; KOLBE, KATHRYN; (b)(6);(b)(7)(C);  
Johnson, Liz; (b) (6); Wolf, Chad  
**Subject:** Immigration EO Task Force: Reporting Tool Training  
**Date:** Wednesday, March 08, 2017 3:48:33 PM  
**Attachments:** [EO Implementation Tracker 3.1.2017 v11.docx](#)

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All,

Please note that we have replaced the attached tracker with a new IT tool that to collect status updates on behalf of Working Group leads and monitor EO implementation.

**For anyone that currently uploads or is responsible for the status reports in the attached tracker, we are providing training on Monday, March 13, to explain how to use the tool.**

Starting next week: We will only use the new tool to report status for EO implementation. Therefore we will ask for a quick turnaround on the updates for key priorities following the training session.

The new tool is very simple to use for updating status but it does require instruction. The 1 hour training will be provided at the NAC on Monday morning and at 7<sup>th</sup> and D on Monday afternoon. We will provide a "virtual meeting link" for those of you unable to attend the meeting in person.

**I will send out a meeting invite for each of the sessions. It is only necessary to attend one of the two training sessions.**

Should there be anyone from your office that may require the training and is not included on this invitation, please forward this invitation accordingly.

Should you have any questions, please contact me at your convenience.

Regards,

(b) (6)

(b) (6)

**EO Implementation**

Department of Homeland Security

Tel: (b) (6)

(b) (6)

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**From:** (b) (6)

**Sent:** Friday, March 03, 2017 11:00 AM

**To:** Higgins, Jennifer; Metzler, Alan; MCALEENAN, KEVIN K; Scialabba, Lori L; Homan, Thomas; (b) (6)

(b) (6) Zukunft, Paul F ADM; (b) (6)

MaHer, Joseph; (b) (6); Corbin, Susan; Clark, Alaina; (b) (6)

(b) (6) Hamilton, (b) (6); Nielsen, Kirstjen; Burke, Jenny;

Christensen, Gillian; (b) (6); Wuco, Frank; (b) (6), David; Ray,

(b) (6)

FLANAGAN, PATRICK S;

(b) (6)

Johnson, Liz;

(b) (6)

Wolf,

Chad; (b) (6)

I&A

Exec Sec

**Subject:** Immigration EO Task Force

All – <<EO Implementation Tracker 3.1.2017 v11.docx>>

Attached is the latest version of the immigration EO implementation tracker. Please provide progress updates by noon on Tuesday, 7 March.

Thank you,

(b) (6)

Office of the Secretary

U.S. Department of Homeland Security

(b) (6)

**DRAFT – PRE-DECISIONAL**

**EXECUTIVE ORDER IMPLEMENTATION (February 28, 2017)**

BORDER SECURITY AND IMMIGRATION ENFORCEMENT						
S1 Action Needed (Y/N)	Status	Actions	Lead	Target Completion	Key Progress/Issues	Working Group Action
1) Obtain complete operational control of the Southern Border (Section 4)						
N		Increase the number of ICE special agents/analysts working in Northern Triangle to dismantle TCOs	ICE	February 25, 2017	POC: Debbie Seguin  (b) (7)(E)	
N		Expand Border Enforcement Security Task Forces, targeting individuals/organizations that undermine border security	ICE	Immediate	ICE is working with its Special Agent in Charge offices to assess potential future BEST locations and possible expansion of existing BESTs by 20% over current staffing levels.	

**DRAFT – PRE-DECISIONAL**

Document Key:



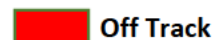
Done



On Track



Delayed/Issues



Off Track

BW8 FOIA CBP 000463

**DRAFT – PRE-DECISIONAL**  
EXECUTIVE ORDER IMPLEMENTATION (February 28, 2017)

N		Launch JTF-W and JTF-I joint operation against TCOs, in conjunction with DOJ	ICE	Immediate	(b) (7)(E)	
N		Intensify efforts to speed issuance of travel documents to facilitate removal efforts	ICE			
		Enhance our messaging campaign in Northern Triangle countries, emphasizing that attempts to enter the United States illegally will be unsuccessful in light of the President's Executive Orders	CBP	Immediate	<p>CBP POC: (b)(6);(b)(7)(C)</p> <p>The current campaign running in Central America through May 2017, "Our Country, Our Future" does contain a message about the dangers of crossing the border without documentation, which we believe supports the intent of the EO. Please feel free to view the campaign website and the materials at <a href="http://www.nuestrapatrianuestrofuturo.org/">http://www.nuestrapatrianuestrofuturo.org/</a>.</p> <p>CBP OPA has discussed options with our vendor to immediately enhance messaging in light of EO.</p>	

**DRAFT – PRE-DECISIONAL**

**DRAFT – PRE-DECISIONAL**  
**EXECUTIVE ORDER IMPLEMENTATION (February 28, 2017)**

					<p>CBP OPA has two options for further consideration:</p> <ul style="list-style-type: none"> <li>- New branded campaign to launch in June 2017 (or earlier if needed) – No additional funding required; CBP would work with vendor to script a new radio message and would work with DHS OPA on messaging – would run in the Northern Triangle Countries and would develop new digital web banners for social media websites</li> </ul> <p>New branded campaign to launch in late summer / early fall for 3-6 months – Additional funding would be required; Campaign materials would include additional options such as TV, radio, digital, outdoor (posters)</p>	
<b>2) Construct a physical wall on the Southern Border (Section 4a, 4b, 4c)</b>						
	✓	Establish Integrated Project Team	CBP	February 3, 2017		
	✓	Issue contract solicitation to construct temporary detention facilities along SWB	CBP	February 3, 2017		
	✓	Identify construction priorities	CBP	February 15, 2017	As of 2/17/17 S2 was briefed on CBP proposals for four wall prototypes follow on effort will be to construct	

**DRAFT – PRE-DECISIONAL**



**DRAFT – PRE-DECISIONAL**  
**EXECUTIVE ORDER IMPLEMENTATION (February 28, 2017)**

					200 miles of wall once prototype construction and area is selected.	
		Capital Investment Plan (CIP)	CBP	July 2017	<p>CBP OFAM has identified all required costs for the first phase of the wall construction; Phase I construction (b) (7)(E) in SDC and EPT) expected to cost approximately (b) (5); CBP ALC approval required to use BSFIT funding based on impact analysis.</p> <p>CBP continues to request additional information from DHS regarding the requirements for the Capital Investment Plan.</p>	
	✓	Ensure resource procurement and hiring programs are in compliance with “Buy American” requirements	CBP		<p>OCC review of BAA / fence procurement: (b) (5)</p> <p>[REDACTED]</p>	

**DRAFT – PRE-DECISIONAL**

Document Key:



Done



On Track



Delayed/Issues



Off Track

BW8 FOIA CBP 000466

**DRAFT – PRE-DECISIONAL**  
EXECUTIVE ORDER IMPLEMENTATION (February 28, 2017)

					<p>(b) (5)</p> <p>[REDACTED]</p> <p>CBP is engaged in Working Group w/ EOIR, ICE OPLA, and ICE ERO to establish requirement which will drive financial implications for CBP.</p>	
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NON-RESPONSIVE

**DRAFT – PRE-DECISIONAL**

Document Key:

✓ Done

On Track

Delayed/Issues

Off Track

BW8 FOIA CBP 000467

**From:** (b) (6)  
**To:** (b) (6) [Higgins, Jennifer](#); [Hamilton, Gene](#); (b) (6) ; (b) (6), (b) (7)(C) ; (b) (6)  
(b) (6) [Shah, Dimple](#); (b) (6), (b) (7)(C)  
(b) (6) [Johnson, Liz](#); [Clark, Alaina](#); (b) (6)  
(b) (6) [Wolf, Chad](#); (b) (6)  
(b) (6) [Carroll, Kevin](#)  
**Cc:** [T.](#); (b) (6) [Maday, Brian](#); [Johnson, Jamie](#); [Corbin, Susan](#) ; [CALVO, KARL H.](#) ;  
(b) (6) [Wuco, Frank](#); (b) (6)  
(b) (6) [Cassidy, Ben](#); (b) (6), (b) (7)(C)  
**Subject:** EO Implementation Task Force Meeting  
**Attachments:** **NON-RESPONSIVE**  
[Predecisional EO Implementation Summary\\_2017-0419.pptx](#)

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**NON-RESPONSIVE**

<<Predecisional EO Implementation Summary\_2017-0419.pptx>>

V/R

(b) (6)

DHS Executive Order Implementation Task Force

DSEC

NAC01-03-B

Washington D.C.

(b) (6)



# EO Implementation Progress

	Status
<b>Wall Construction</b> <i>(slide 7)</i>	
<b>3/31:</b> Resolve trade agreements vs. Buy American Act concerns for wall contracts and task orders	
<b>4/4:</b> Prototype proposals due back to CBP	✓
<b>4/12:</b> Complete proposal review and down select	

NON-RESPONSIVE

	Status
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NON-RESPONSIVE

Document Key



Done



On Track



Delayed/Issues



Off Track

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000469

# EO 13767: Border Security and Immigration Enforcement Improvements

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000470



# Wall Construction

Actions/Milestones	Date	Status
<b>EO 13767, Section 4a 4b 4c</b> WG: Wall Construction      Components: CBP, MGMT      Sr. Staff: Kathryn Kolbe		
• Establish integrated planning team to construct a physical wall on the SB	1/25/17	✓
• Issue Request for Proposals	3/17/17	✓
• Obtain Acquisition Decision Event – 1 approval	3/20/17	✓
• OGC to provide AS2 with the letter from CBP Commissioner (A) McAleenan that was sent to U.S. Trade Representative (USTR) requesting support for a waiver of the Buy American Act for the purchase of wall building material	3/31/17	✓
• OGC to provide AS2 with an option/recommendation for moving the issue forward by working directly with WH	3/31/17	
• Proposals due back to CBP (deadline extended from 3/29/17)	4/4/17	✓
• Include milestones for “reporting” requirements in this tracker	4/5/17	
• Complete proposal review and down select	4/12/17	
• Publish signed Secretary’s waiver of applicable environmental, land management, and other laws	4/30/17	
• Identify Southwest border barrier requirements	4/30/17	
• Award IDIQ contracts and prototype task orders	6/14/17	
• Begin construction of wall prototypes	6/22/17	

## Key Interdependencies/Issues:

- Reprogramming request
- Eminent Domain
- Phased Communications Plan
- Ensure resource procurement and hiring programs are in compliance with “Buy American” requirements.

Document Key



Done



On Track



Delayed/Issues



Off Track

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000471



# Wall Construction (Reprogramming)

Actions/Milestones		Date	Status
<b>EO 13767, Section 4a 4b 4c</b>			
WG: Wall Construction	Components: CBP, MGMT	Sr. Staff: Katheryn Kolbe	
• CBP to validate the following reprogramming milestones and dates		4/5/17	
• Ensure equal consideration is given to currently deployed and proven border security capabilities		TBD	
• Ensure compliance with DHS Management Directive 102 including completing an analysis of alternatives to include a cost-benefit analysis and effectiveness measures of existing fencing as recommended by GAO to determine the most appropriate and cost effective solution		TBD	
• Brief HAC-HLS on the following as soon as possible		TBD	
• Results of prototype source selection			
• Prototype evaluation results including criteria for selecting one or more prototypes for the initial segment		TBD	
• CBP's long-term goals and plan for border security between the ports of entry along the SWB and one or more long-term, multi-layered solutions for achieving those goals and plans, informed by alternatives analysis and including proposed laydowns of border infrastructure		TBD	
• The current threat assessment along the SWB and how it relates to CBP's long term border security goals and proposed solutions		TBD	
• Independent cost estimate for any proposed solutions		TBD	

## Key Interdependencies/Issues:

- Reprogramming request
- Eminent Domain
- Phased Communications Plan
- Ensure resource procurement and hiring programs are in compliance with "Buy American" requirements.

## Document Key



Done



On Track



Delayed/Issues



Off Track

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000472

**From:** (b)(6);(b)(7)(C)  
**To:** [Wuco, Frank](#); [Jones, Quinn](#)  
**Cc:** (b)(6);(b)(7)(C)  
**Subject:** daily briefing  
**Date:** Thursday, April 20, 2017 11:42:22 AM  
**Attachments:** [daily briefing 4-20-17.docx](#)

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## Memorandum

**Date:** April 20, 2017

**To:** Frank Wuco

**From:** (b)(6);(b)(7)(C)

**Re:** Daily Briefing

---

Today, I am reporting for the CBP PA team.

**I. Accomplishments, events, results of the past 24 hours**

- We attended the daily briefing with senior leadership.
- I spent time reviewing the excel spreadsheet listing the metrics requested from the components by the Metrics Working Group and then engaged the Border Patrol and Office of Field Operations to see their proposed feedback.
- We attended the EO task force call, which focused largely on metrics and how to measure implementation of the numerous EOs (related to the spreadsheet above).
- We had a wall implementation meeting which updated the team on numerous aspects of this project:
  - Regarding FY 2017, there is now talk that Congress may adopt a short-term CR to avoid shutdown when the current CR expires April 28<sup>th</sup>. That may delay our current schedule.
  - It appears that negotiations with OMB regarding the FY 2018 wall budget are almost complete. The intent is to give CBP funding for (b) (7)(E) of new border barrier system in the (b) (7)(E) (b) (7)(E) of steel bollard in (b) (7)(E) (although there is not enough money for access roads, cameras, etc.); and (b) (7)(E) of barrier replacement in (b) (7)(E). There are still some ongoing discussions about purchasing vehicles for the Border Patrol.
  - The Office of Facilities and Asset Management, working with the Intergovernmental Public Liaison, Office of Congressional Affairs, and Office of Public Affairs have created a coordinated schedule for outreach in the RGV Sector.
    - Outreach with federal stakeholders, such as the Dept. of Interior, are taking place now.
    - At the beginning of May (May 1-2), CBP will be reaching out to the Texas Governor and the Legislature to update them on the project.
    - During that same time CBP will be engaging landowners, impacted landowners and stakeholders to discuss real estate and environmental issues.
    - During the first week of May, CBP also plans to start title research (and will continue engagement) to accomplish its real estate needs.
  - Source selection work is ongoing and OFAM hopes to be finished by May 5.

- CBP is working on developing materials to respond to all the requests from House and Senate appropriators. One of these Congressional requests is for a border security strategy and CBP is already concerned that the strategy the Border Patrol provides to Congress is consistent with the report DHS is preparing pursuant to EO1—namely the border security report that includes a strategy to obtain operational control of the border. More coordination may be required here.

**II. Major anticipated events and actions over the next 24 hours**

- S1 and AG Sessions are down on the border, El Paso today and San Diego tomorrow.
- (b)(6);(b)(7)(C)s in the San Diego Sector today to accompany/advise the Domestic Policy Council as they tour the border.
- I have a meeting at the NAC tomorrow with (b) (6) (from IDA) to discuss metrics and methodologies for how to measure operational control.

**III. Major anticipated events and actions over the next 48 hours**

- C1 is in Mexico through the rest of the week.

**IV. Unforeseen events that need WH visibility, including media approaches, potential leaks, unresolved organizational conflicts.**

**From:** (b)(6);(b)(7)(C)  
**To:** (b)(6); SMITH, BRENDA BROCKMAN  
**Cc:** (b)(6);(b)(7)(C); FLANAGAN, PATRICK S  
**Subject:** RE: Buy America Act  
**Date:** Tuesday, March 07, 2017 6:02:27 PM  
**Attachments:** (b)(5)

---

(b)(6)

We just received clearance to share the attached memo with you. It was my understanding that we are to provide a copy to you rather than you waiting for it to come through DHS. Let us know if you have any questions. Thanks again for your assistance on the BAA issue.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)  
Associate Chief Counsel - Trade and Finance  
Office of the Chief Counsel  
U.S. Customs and Border Protection  
(b)(6);(b)(7)(C)

ATTORNEY-CLIENT PRIVILEGED/ATTORNEY WORK PRODUCT

This communication might contain communications between attorney and client, communications that are part of the agency deliberative process, or attorney-work product, all of which are privileged and not subject to disclosure outside the agency or to the public. Please consult with the Office of Chief Counsel, U.S. Customs and Border Protection before disclosing any information contained in this email.

---

**From:** (b)(6) ]  
**Sent:** Tuesday, March 07, 2017 5:23 PM  
**To:** SMITH, BRENDA BROCKMAN (b)(6);(b)(7)(C)  
**Cc:** (b)(6);(b)(7)(C)  
**Subject:** RE: Buy America Act

Thanks Brenda. Sounds like DHS will send over your draft legal opinion to us ASAP. That's all we need! Thanks

---

**From:** SMITH, BRENDA BROCKMAN (b)(6);(b)(7)(C)  
**Sent:** Tuesday, March 7, 2017 5:10 PM  
**To:** (b)(6)  
**Cc:** (b)(6);(b)(7)(C)  
**Subject:** Buy America Act

(b)(6) - I just got your message but am about to take off for Charleston. I will call you when I land but would recommend (b)(6);(b)(7)(C), copied here, if you need quick answers.

Brenda

Brenda B. Smith  
Executive Assistant Commissioner

Office of Trade  
U.S. Customs and Border Protection  
1400 L St., N.W.  
Washington, DC 20229

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

For schedule information, please contact (b)(6);(b)(7)(C)

From:

(b)(6);(b)(7)(C)

To:

Cc:

[FLANAGAN, PATRICK S](#); [CALVO, KARL H.](#);  
[PROVOST, CARLA \(USBP\)](#)

(b)(6);(b)(7)(C)

Subject:

TI POCs 012417.xlsx

Date:

Tuesday, January 24, 2017 5:30:40 PM

Attachments:

[TI POCs 012417.xlsx](#)

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(b)(6);(b)(7)(C) – Per Patrick’s statement at the end of our meeting on border infrastructure yesterday, I’m enclosing a list of POCs with expertise on fencing and tactical infrastructure for your reference. While not an exhaustive list, these main points of contact should be able to field most if not all questions. The attachment is set up to provide quick reference depending on the type of question you may be seeking to answer. Each section includes a very short description of how the POCs from each office relate to current and future fencing and infrastructure projects. If you have any questions regarding the contents or if I can be of further service, please do not hesitate to reach out.

Best,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Chief of Staff

Office of Facilities and Asset Management

Mobile: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Name	Title	Office	Primary Phone	Role in a Fence/Infrastructure Program
Mark Morgan	Chief Patrol Agent	US Border Patrol	(b)(6);(b)(7)(C)	USBP provides operational requirements for tactical infrastructure (TI), to include fence, prioritizes needs and is the ultimate end user.
Carla Provost	Deputy Chief Patrol Agent	US Border Patrol		
(b)(6);(b)(7)(C)	Associate Chief, Strategic Planning & Analysis	US Border Patrol		
Karl Calvo	Assistant Commissioner	Office of Facilities and Asset Management		OFAM is the office responsible for the execution of fencing and other TI including cost, schedule and constructability; planning and design; construction, and; maintenance and repair.
Rob Janson	Deputy	Office of Facilities and Asset Management		
(b)(6);(b)(7)(C)	Director, Border Patrol & Air & Marine (BPAM) Program Management Office (PMO)/TI Program Manager	Office of Facilities and Asset Management		
	Chief of Staff	Office of Facilities and Asset Management		
	Division Director, Eastern Corridor, BPAM PMO			
(b)(6);(b)(7)(C)	Chief Counsel	Office of Chief Counsel		OCC provides legal guidance on TI issues including legislative authorities, real estate and environmental.
	Deputy Chief Counsel	Office of Chief Counsel		
	Associate Chief Counsel	Office of Chief Counsel		
	Senior Attorney	Office of Chief Counsel		
	Senior Attorney	Office of Chief Counsel		
	Senior Attorney	Office of Chief Counsel		
Mark Borkowski	Assistant Commissioner/Chief Acquisition Executive	Office of Acquisition		CAE has oversight responsible for TI as a Level 1 program and leads coordination efforts with the Joint Requirements Council and Program Accountability and Risk Management.
Jaye Williams	Assistant Commissioner/Chief Financial Officer	Office of Finance		OF will play a role in financial decisions associated with any infrastructure program.
Phil Landfried	Acting Executive Assistant Commissioner	Enterprise Services		Enterprise Services is OFAM, OA and OF's parent organization with responsibility for overseeing all mission support activities across the CBP enterprise.
(b)(6);(b)(7)(C)	Chief of Staff	Enterprise Services		
Ronald Vitiello	Executive Assistant Commissioner	Operations Support		OS supports the front line operators with intelligence, integrated planning, requirements, and mission analysis.
(b)(6);(b)(7)(C)	Technical Director, Capabilities and Requirements Division	Operations Support		

**From:** (b) (6)  
**To:** (b) (6), (b) (7)(C)  
[KOLBE, KATHRYN](#); (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b)(6);(b)(7)(C) [CALVO](#),  
[KARL H.](#); (b) (6)  
**Subject:** RE: EO Implementation Task Force  
**Date:** Thursday, March 23, 2017 10:59:47 AM  
**Attachments:** [EO Implementation Summary\\_2017-032317.pptx](#)

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<<EO Implementation Summary\_2017-032317.pptx>>

Greetings. Attached is the latest version of the dashboard we discussed yesterday. This is still VERY draft and needs some additional work. We are continuing to make several updates today but would appreciate your feedback on the items within your component's/office's purview by noon tomorrow. For your own ease and to ensure version control, please send your suggested changes via email (no need to directly update the slides) to the following individuals:

(b) (6)

We really appreciate all of your work on this; once we have this locked down updates and tracking should be much easier for us all.

Thanks, (b) (6)

# EO #1: Border Security and Immigration Enforcement Improvements

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000481





# Wall Construction

Actions/Milestones	Date	Status
<b>EO 13767, Section 4a 4b 4c</b>		
WG: Wall Construction      Components: CBP & MGMT      Sr. Staff: Katheryn Kolbe		
• Establish Integrated planning team to construct a physical wall on the SB	1/25/17	✓
• Issue Request for Proposals	3/17/17	✓
• Obtain Acquisition Decision Event – 1 approval	3/20/17	✓
• Proposals due back to DHS	3/31/17	
• Resolve Trade agreements vs. Buy American Act concerns for wall contracts and task orders	3/31/17	
• Publish signed Secretary’s waiver of applicable environmental, land management, and other laws	4/1/17	
• Complete proposal review and down select	4/21/17	
• Identify Southwest border barrier requirements	4/30/17	
• Award IDIQ contracts and prototype task orders	5/30/17	
• Begin construction of wall prototypes	6/15/17	

## Key Interdependencies/Issues:

- Reprogramming request
- Eminent Domain
- Phased Communications Plan
- Ensure resource procurement and hiring programs are in compliance with “Buy American” requirements.

## Document Key



Done



On Track



Delayed/Issues



Off Track

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000482

From:

(b) (6)

To:

(b) (6), (b) (7)(C)

KOLBE, KATHRYN;

(b) (6), (b) (7)(C)

Cc:

(b) (6), (b) (7)(C)

; CALVO.

KARL H.;

(b) (6)

Subject:

EO Implementation Task Force

Attachments:

NON-RESPONSIVE

[EO Implementation Summary\\_2017-0322\\_Final1.pptx](#)

NON-RESPONSIVE

<<EO Implementation Summary\_2017-0322\_Final1.pptx>>

# EO #1: Border Security and Immigration Enforcement Improvements

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000484



# Wall Construction

Actions/Milestones	Date	Status
<b>EO 13767, Section 4a 4b 4c</b>		
WG: Wall Construction      Components: CBP & MGMT      Sr. Staff: Randolph Alles		
• Establish Integrated Project Team	2/2/17	✓
• Identify initial funding source	2/2/17	✓
• Identify construction priorities (plan to construct 200 miles of wall once prototype construction is complete)	2/14/17	✓
• Issue pre-solicitation notice	2/27/17	✓
• Issue RFP for prototype	3/17/17	✓
• Down select firms	6/15/17	
• Complete capital investment plan	6/30/17	
• Prototype construction complete	7/31/17	
• S1 visit and decision	8/4/17	
• Issue RFP for long-term construction	8/15/17	

## Key Interdependencies/Issues:

- Reprogramming request
- Eminent Domain
- Phased Communications Plan
- Ensure resource procurement and hiring programs are in compliance with “Buy American” requirements.

## Document Key



Done



On Track



Delayed/Issues



Off Track

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000485

**From:**

(b) (6)

**To:**

(b) (6), (b) (7)(C)

[KOLBE, KATHRYN;](#)

(b) (6)

**Cc:**

(b) (6)

; [CALVO, KARL H.;](#) (b) (6), (b) (7)(C)

**Subject:**

EO Implementation Task Force

**Attachments:**

NON-RESPONSIVE

[Draft-Predecisional EO Implementation Summary 2017-032917.pptx](#)

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NON-RESPONSIVE

<<Draft-Predecisional EO Implementation Summary\_2017-032917.pptx>>

Please find attached the agenda and EO Implementation Summary Report for today's meeting.



# EO Implementation Progress

	Status
<b>Wall Construction</b> (slide 6)	
<b>3/29:</b> Prototype proposals due back to CBP	✓
<b>3/31:</b> Resolve trade agreements vs. Buy American Act concerns for wall contracts and task orders	
<b>4/12:</b> Complete proposal review and down select	
Place holder: Reprogramming deliverable	

NON-RESPONSIVE

	Status
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NON-RESPONSIVE

Document Key



Done



On Track



Delayed/Issues



Off Track

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000487

# EO 13767: Border Security and Immigration Enforcement Improvements

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000488



# Wall Construction

Actions/Milestones	Date	Status
<b>EO 13767, Section 4a 4b 4c</b>		
WG: Wall Construction      Components: CBP, MGMT      Sr. Staff: Katheryn Kolbe		
• Establish integrated planning team to construct a physical wall on the SB	1/25/17	✓
• Issue Request for Proposals	3/17/17	✓
• Obtain Acquisition Decision Event – 1 approval	3/20/17	✓
• Proposals due back to CBP	3/29/17	
• OGC to provide AS2 with the letter from CBP Commissioner (A) McAleenan that was sent to U.S. Trade Representative (USTR) requesting support for a waiver of the Buy America Act for the purchase of wall building material	3/31/17	
• OGC to provide AS2 with an option/recommendation for moving the issue forward by working directly with WH	3/31/17	
• Resolve trade agreements vs. Buy American Act concerns for wall contracts and task orders	3/31/17	
• Complete proposal review and down select	4/12/17	
• Publish signed Secretary's waiver of applicable environmental, land management, and other laws	4/30/17	
• Identify Southwest border barrier requirements	4/30/17	
• Award IDIQ contracts and prototype task orders	6/14/17	
• Begin construction of wall prototypes	6/22/17	
<b>Key Interdependencies/Issues:</b>		
• Reprogramming request		
• Eminent Domain		
• Phased Communications Plan		
• Ensure resource procurement and hiring programs are in compliance with "Buy American" requirements.		

Document Key



Done



On Track



Delayed/Issues



Off Track

DRAFT-PREDECISIONAL // FOR OFFICIAL USE ONLY

BW8 FOIA CBP 000489





# Wall Construction (Reprogramming)

Actions/Milestones	Date	Status
<b>EO 13767, Section 4a 4b 4c</b>		
WG: Wall Construction      Components: CBP, MGMT      Sr. Staff: Kathryn Kolbe		
• Ensure equal consideration is given to currently deployed and proven border security capabilities	TBD	
• Ensure compliance with DHS Management Directive 102 including completing an analysis of alternatives to include a cost-benefit analysis and effectiveness measures of existing fencing as recommended by GAO to determine the most appropriate and cost effective solution	TBD	
• Brief HAC-HLS on the following as soon as possible	TBD	
• Results of prototype source selection		
• Prototype evaluation results including criteria for selecting one or more prototypes for the initial segment	TBD	
• CBP's long-term goals and plan for border security between the ports of entry along the SWB and one or more long-term, multi-layered solutions for achieving those goals and plans, informed by alternatives analysis and including proposed laydowns of border infrastructure	TBD	
• The current threat assessment along the SWB and how it relates to CBP's long term border security goals and proposed solutions	TBD	
• Independent cost estimate for any proposed solutions	TBD	

## Key Interdependencies/Issues:

- Reprogramming request
- Eminent Domain
- Phased Communications Plan
- Ensure resource procurement and hiring programs are in compliance with "Buy American" requirements.

## Document Key



Done



On Track



Delayed/Issues



Off Track

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BW8 FOIA CBP 000490

**From:** (b)(6);(b)(7)(C)  
**To:** [REDACTED]  
**Subject:** FW: Border Bill  
**Date:** Thursday, April 27, 2017 12:55:14 PM  
**Attachments:** [Building Americas Trust Act.pdf](#) This is a draft, withheld (b)(5). The full bill is available here: <https://www.cornyn.senate.gov/content/issues/building-americas-trust-act>.

---

Please do not forward.

---

**From:** (b) (6)  
**Sent:** Monday, April 17, 2017 7:43:33 AM  
**To:** (b)(6);(b)(7)(C)  
**Subject:** FW: Border Bill

Voilà!

(b) (6)

---

**From:** (b) (6)  
**Sent:** Monday, April 17, 2017 7:29:09 AM  
**To:** (b) (6)  
**Cc:** [REDACTED]  
**Subject:** RE: Border Bill

See attached.

Unless directed otherwise, I will be setting up a meeting in the next couple of days with the appropriate folks to discuss the way ahead.

---

**From:** (b) (6)  
**Sent:** Monday, April 17, 2017 7:02 AM  
**To:** (b) (6)  
**Cc:** [REDACTED]  
**Subject:** Border Bill

(b) (6) -- could you pls email me a copy of the proposed Cornyn-McCaul border bill this am. Looking for a clean copy. I have the comments but not the original bill. Thanks. (b) (6)

(b) (6)

**From:** (b)(6);(b)(7)(C)  
**To:**  
**Subject:** FW: FOUO: Materials for 3:30 Meeting - Fence Way Forward  
**Date:** Friday, January 27, 2017 11:16:03 AM  
**Attachments:** [Fence Way Forward Deck 01 27 2017FINAL2.pptx](#)

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**From:** (b)(6);(b)(7)(C)  
**Sent:** Friday, January 27, 2017 9:01:51 AM  
**To:** CALVO, KARL H.; (b)(6);(b)(7)(C)  
**Cc:** (b)(6);(b)(7)(C)  
**Subject:** FOUO: Materials for 3:30 Meeting - Fence Way Forward

All,  
Please see the attached deck for the 3:30 meeting today on the Fence Way Forward.  
This is For Official Use Only (FOUO) and therefore we will not be attaching it to the meeting invite.  
We will have limited copies in the room.  
Thanks,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)  
Special Projects Analyst  
Strategic Analysis, Inc.  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Mobile: (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)

## CBP Enterprise Services

## Office of Facilities and Asset Management

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# Overview of the Fence: Way Forward Discussion



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<sup>1</sup>  
January 27, 2017



BW8 FOIA CBP 000493



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# Overview

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- Section I: Background: Fence Program
- Section II: USBP Initial Priority Requirements and Implementation Approach
- Section III: Additional Key Considerations
- Appendix A: Sector Level Maps



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## Section I: Background: Fence Program



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## Background: Purpose of Fence Strategy

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- Purpose of the Fence

- Fence (Tactical Infrastructure) is a material solution that provides persistent impedance. It includes: access roads for maintenance and patrol, lights, fence with sensors, low water crossings, debris removal, cane removal and vegetation control.

- Other Material Solutions:

- Technology is a material solution that provides surveillance technology (i.e.,  
(b) (7)(E) [REDACTED])
- USBP staffing enhancements that make up the U.S. Border Patrol's (USBP) multi-layered approach to national security. These not only serve as force-multipliers, but also greatly enhance agent safety.
- All efforts are geared towards attaining maximum situational awareness and operational efficiency while creating a safer environment for USBP agents.

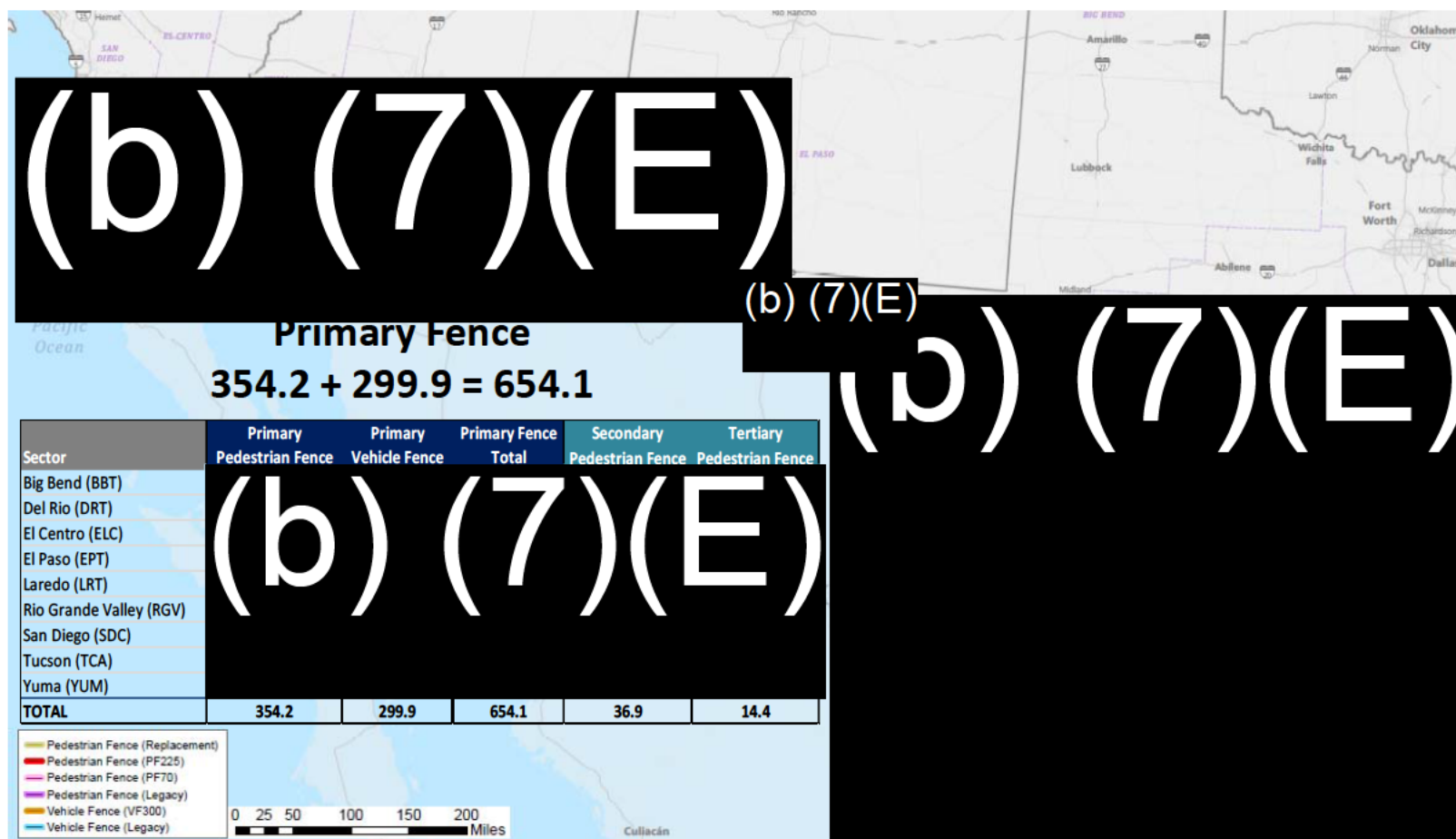


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## Background: Map of Existing Fence



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Please note that numbers may not add up due to rounding. Fence mileage is tracked to the thousandth decimal place.

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## Background: A Foundation on Which to Build Fence

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- As a part of the Secure Fence Act, CBP was tasked with hundreds miles of “two layer” fencing along specific segments of the southwest border.
- In December of 2007, Congress repealed the fencing requirements in the Secure Fence Act (SFA). Congress replaced the SFA fence requirements, with a more flexible statutory scheme--section 102 of the Illegal Immigration Reform and Immigrant Responsibility Act (IIRIRA).
- Section 102 of IIRIRA calls for “not less than 700 miles” of fence on the southwest border, including certain “priority miles” of fencing to be constructed by December 31, 2008.
- At the same time, Section 102 of IIRIRA provides the Secretary with substantial discretion



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## Background: A Foundation on Which to Build Fence

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- After assessing Border Patrol's operation needs, CBP constructed hundreds of miles of new fencing along the southwest border, including the "priority miles" called for under Section 102(b).
- To date, CBP has deployed 654 miles of fencing along the southwest border, the majority of which were deployed between 2008 and 2009.
- Given the Secretary's broad discretion under Section 102(b), this is consistent with the statutory requirement.
  - In 2011, the State of Arizona sought a judicial order mandating that CBP construct 700 miles of fence. However, the United States District Court dismissed the State's request, stating, "While the construction of the fencing and infrastructure improvements may be phrased in mandatory language, the IIRIRA and the Appropriations Acts leave the Secretary and the DHS with a great deal of discretion in deciding how, when and where to complete the construction."
- Having completed hundreds of miles of new fence as of 2009, and given that Congress was not appropriating large sums for new fence construction, past Administrations and Secretaries focused on maintaining the existing fence and deploying other types of border infrastructure, e.g., (b) (7)(E).
- CBP continues to assess operational needs, and where Border Patrol identifies and operational need for fence, CBP has the statutory authority, assuming sufficient funding from Congress, to construct new fence.



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# Background: A Foundation on Which to Build Fence

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- Institutional Knowledge:
  - CBP's Border Patrol and Air and Marine Program Management Office (BPAM PMO), which is a part of CBP's Office of Facilities and Asset Management (OFAM), has individuals within its leadership ranks who possess critical institutional knowledge concerning the construction of border infrastructure, including border fencing.
  - Key individuals from the BPAM PMO have managed or overseen previous fence projects, including the Pedestrian Fence 70 (P70), Pedestrian Fence 225 (PF225) and Vehicle Fence 300 (VF300) initiatives, through which CBP constructed hundreds of miles of new fencing between 2007 and 2009.
  - Several senior managers in CBP (i.e., Office of Chief Counsel [OCC], Procurement), in addition to the BPAM PMO Director and U.S. Army Corps of Engineers (USACE) personnel, and subject matter experts in areas such as engineering, design, real estate, environmental specialists, and analysts, who were a part of prior fence construction projects, including P70, PF225 and VF300, are still associated with the BPAM PMO and will be a part of any new fence program.





## Background: A Foundation on Which to Build Fence

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- Collaborative Inter-agency Partnerships:
  - OFAM/BPAM PMO senior leadership developed and continues to develop strong, collaborate, inter-agency partnerships with the US Army Corps of Engineers (USACE), the Department of Justice (DOJ), International Boundary and Water Commission (IBWC), and other federal, state, and local agencies. These partnerships enable and position the agency to execute CBP's USBP border infrastructure requirements.
- Facilities and Tactical Infrastructure (FITT) Tracking Tool:
  - CBP and USACE developed a communication and project management tool, FITT, that serves as a communication tool between CBP and its executing agencies.
  - This tool allows the project team to plan and track project execution including schedule and budget, status and risks, and integrates real estate and environmental clearance requirements.
  - The system integrates project information, real estate and environmental clearance status, and the USBP asset inventory into a geospatial representation.
  - The tool's capabilities enable CBP to track detailed, immediate milestone progress for any fence construction requirements.



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## Background: A Foundation on Which to Build Fence

- Costs:
  - The foundation for CBP cost per mile for primary fence construction costs is based on average costs associated with the construction of PF225 fence.
  - Current estimates have been updated to include the cost of real estate acquisition and additional potential risks and costs associated with building a wall.
  - In 2008, the estimated cost for the wall in (b) (7)(E) was approximately (b) (5). However, due to significant site adaptations resulting from building in a flood plain and to meet IBWC requirements, the estimated ROM costs have increased to (b) (5).
  - These estimates do not account for future market fluctuations (e.g. increased fuel costs, labor, raw materials) that will increase cost to construct.
- Primary Pedestrian Fence: Approximate range is (b) (5)
  - Average of (b) (5) for real estate and environmental planning, construction and construction oversight
    - (b) (5) for mileage in all Sectors except Laredo & RGV
    - (b) (5) for mileage in Laredo & RGV
  - (b) (5) for environmental mitigation
  - (b) (5) for real estate acquisition
  - (b) (5) for staffing increases required to support the program





## Background: A Foundation on Which to Build Fence

- Secondary Pedestrian Fence: Approximate range is \$ (b) (5)
  - Average of (b) (5) for real estate and environmental planning, construction and construction oversight – also include (b) (5) for road between layers of fence
  - (b) (5) for environmental mitigation
  - (b) (5) for real estate acquisition
  - (b) (5) for staffing increases required to support the program
- Vehicle Fence: Approximate range is (b) (5)
  - Average of (b) (5) for real estate and environmental planning, construction and construction oversight.
  - (b) (5) for environmental mitigation
  - (b) (5) for real estate acquisition
  - (b) (5) for staffing increases required to support the program







## Background: A Foundation on Which to Build Fence (Roads)

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- CBP manages an inventory of over 5,100 miles of roads identified by the USBP or maintenance.
  - Roads are utilized for operational requirements including patrol and drag roads. Additionally, these roads provide access to tactical infrastructure including fence and boat ramps.
- The average cost to construct new roads is currently estimated at (b) (5)
  - Estimate is a rough order of magnitude (-50/+100) and includes project planning and oversight, environmental planning and compliance, environmental mitigation, real estate planning and acquisition, staffing and human capital requirements, design, and construction.
- The recurring average cost to maintain existing roads is (b) (5), per year.
  - Estimates for "recurring costs" are rough order of magnitude (-50/+100) and reflect average maintenance costs per mile of road plus environmental compliance and staffing and human capital requirements.



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## Section II: USBP Initial Priority Requirements & Implementation Approach



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# USBP Initial Priority Requirements: Summary & Cost Estimates

Focus is on:

- Estimated (b) (7)(E) have been identified as priority new pedestrian fence miles (San Diego, El Paso and Rio Grande Valley).
- Estimated (b) (7)(E) have been identified as priority replacement pedestrian fence and vehicle fence to pedestrian fence (San Diego, El Centro, Yuma, Tucson, and El Paso). Of the (b) (7)(E), approximately (b) (7)(E) of the fence replacement will be an upgrade from vehicle fence to pedestrian fence.
- An estimated (b) (5) in real estate of (b) (7)(E) in RGV and (b) (7)(E) of roads that need to be maintained (estimated at (b) (5)) along the SWB have also been identified as priorities.

Requirement Type	New Miles	Acquisition/Initial Costs ROM (-50%/+100%) Cost	20 Year Recurring Costs (Maintenance and Repair)	Total End State Cost
New Primary PF	(b) (7)(E)	\$	(b) (5)	
Replacement Primary PF And VF to PF		\$		
RGV Real Estate (b) (7)(E)		\$		
Southwest Border Road Maintenance		\$		
Total Costs		\$		



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## Wall with Levee

- Definition of wall with levee: A joint structure that comprises concrete wall and bollard infrastructure, measuring approximately (b) (7)(E) high to meet U.S. Border Patrol's (USBP) requirements, with the ratio of concrete to bollard fence fluctuating depending on height of levee.
- Currently, CBP has (b) (7)(E) wall with levee and (b) (7)(E) of wall with bollards with levee (b) (7)(E) in Rio Grande Valley Sector.



Rio Grande Valley – segmen (b) (7)(E)



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## Potential Wall with Levee

- Potential Wall with Levee:
  - We have identified sites, in the range of (b) (7)(E), where we believe levee would support a wall. These miles are in:
    - El Paso Sector
    - Big Bend Sector
    - Rio Grande Sector
  - Miles are subject to change, after real estate and other on-site investigations are completed.



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# USBP Initial Priority Requirements: Acquisition Strategy

- CBP continues to work with USACE to establish Multiple Award Task Order Contracts (MATOC) and Indefinite Delivery Indefinite Quantity (IDIQ) Contracts to allow for an expedited contract award process for fence construction.
- This acquisition strategy is dependent on ability to utilize BSFIT (O&M) funds recovered from completed fence replacement projects.
- This money will fund the seed projects to establish the MATOC pools.

Available ECSO Horizontal Capacity

Pool	Set-Aside	Beginning Contract Capacity	Total \$ Awarded	Reserved Capacity	Available Capacity	Current Status of Procurement
SW Border Patrol Sectors	Unrestricted	\$75,000,000	\$30,095,148	\$0	44,904,852	Awarded
Laredo, Del Rio, & Big Bend	SDVOSB	\$70,000,000	\$15,219,270	\$32,500,000	22,280,730	Awarded
RGV Sector	8(a)	(b) (5)				Phase 1 SSEB begins 1/17/17
El Paso, Tucson & Yuma Sectors	8(a)					Phase 1 RFP will issue on 1/27/17
San Diego & El Centro Sectors	HUBZone					Phase 1 RFP will issue on 1/27/17
Southwest Border East*	Unrestricted					Pending
Southwest Border West*	Unrestricted					Pending
Totals						

\*estimated



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# USBP Initial Priority Requirements: Draft Estimated Timeline

## Assumptions:

- 1) (b) (5)
- 2) (b) (5)
- 3) (b) (5)

Actual	1/23/17	July 2017	Sept. 2017	January 2018	July 2018	December 2018	CY 2020	CY 2021
--------	---------	--------------	---------------	-----------------	--------------	------------------	------------	------------

(b) (5)

Note: \* (b) (5)



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## USBP Initial Priority Requirements: Estimated Timeline Considerations

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- Environmental:

(b) (5)

- Real Estate:

(b) (5)



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## USBP Initial Priority Requirements: Estimated Timeline Considerations

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- Government Furnished Material (GFM) and Supply Chain:

(b) (5)



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## USBP Initial Priority Requirements: Estimated Timeline Considerations

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- Additional staffing will be required in all program areas to meet the demands of fence construction while still maintaining current programs

(b) (5)



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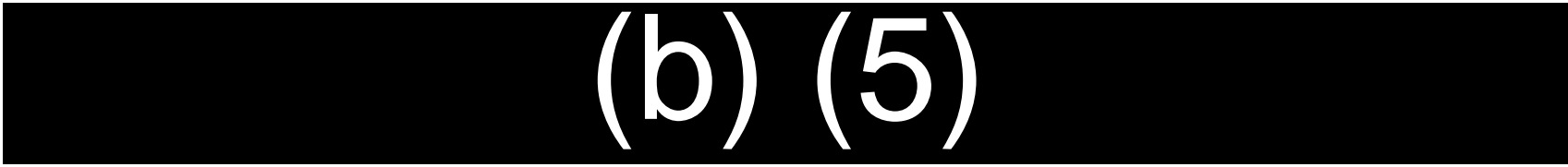
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## USBP Initial Priority Requirements: Next Steps

- OFAM is prepared to authorize USACE to begin market research for potential requirements on January 23, 2017.
  - BPAM PMO is preparing an email to send for concurrence to authorize.
- Continue to collaborate with USBP to refine needs and requirements.
- Continue to coordinate with USACE on MATOC requirements.
- Meeting was held on January 13, 2017 with Assistant Commissioner Borkowski to begin initial discussions regarding acquisition documentation to develop the Acquisition Decision Memorandum (ADM). Program Accountability and Risk Management (PARM) and Joint Requirements Council (JRC) were in attendance.
- Workshop scheduled for January 25, 2017 with internal BPAM PMO subject matter experts to continue to examine USBP requirements and further refine subsequent schedules. A follow-up meeting will be scheduled for early February with USACE subject matter experts and other stakeholders to gain consensus on the path forward.
- 
- Continued discussions around USBP unconstrained requirements are underway.



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## Section III: Additional Key Considerations



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## Additional Key Considerations

(b) (5)



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## Additional Key Considerations

(b) (5)



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## Additional Key Considerations

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(b) (5)



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# APPENDIX A: MAPS



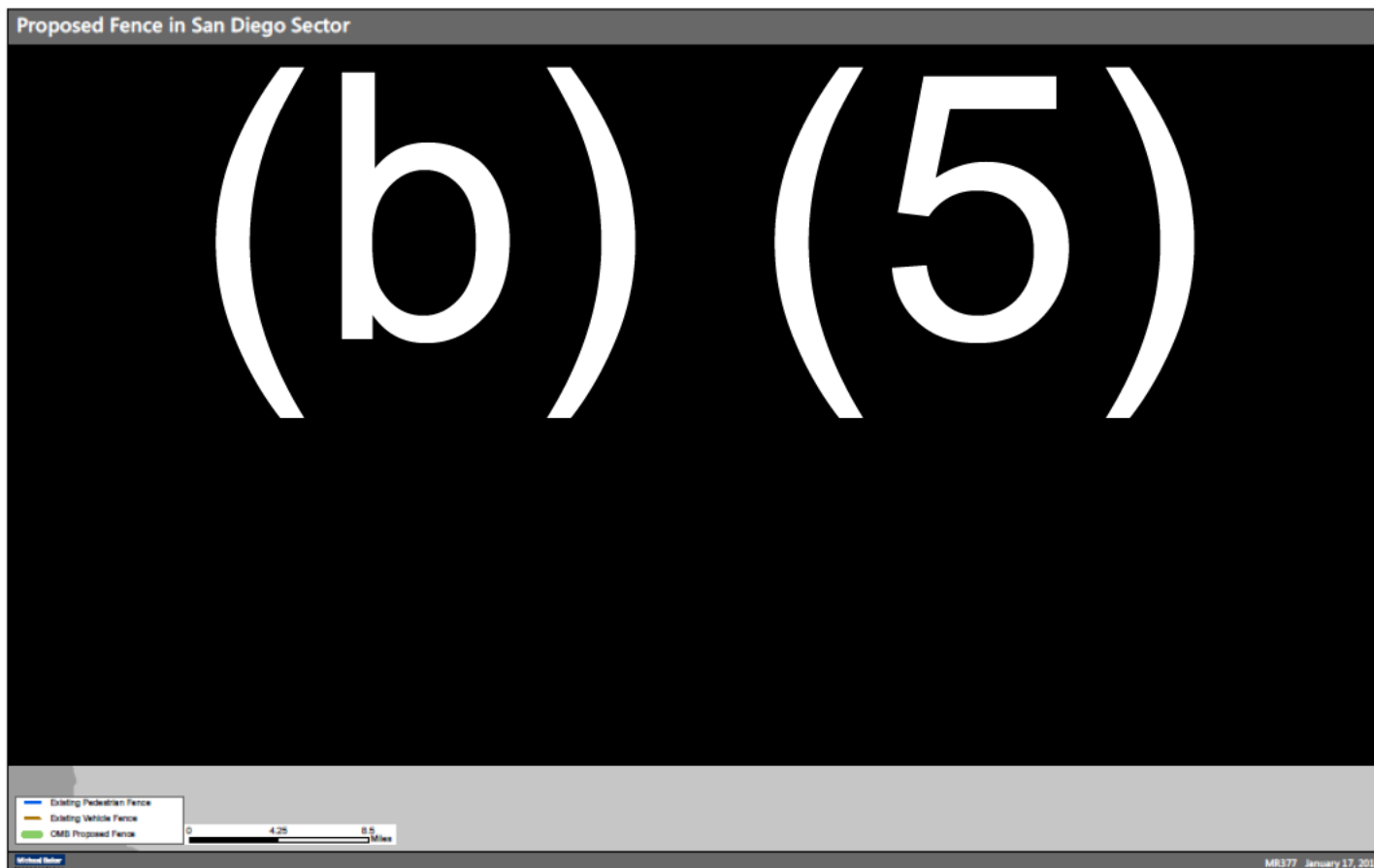
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## San Diego Sector



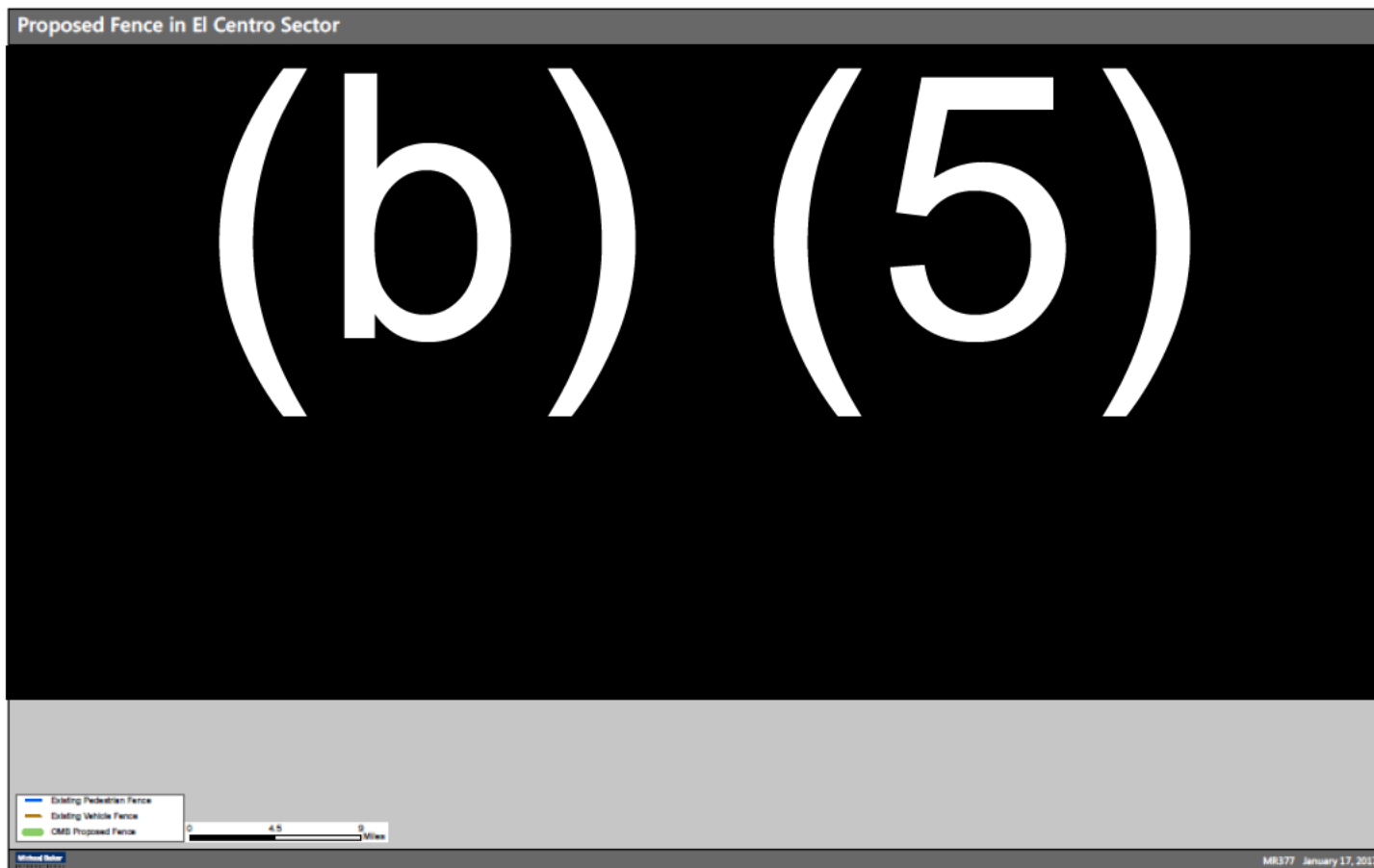
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## El Centro Sector



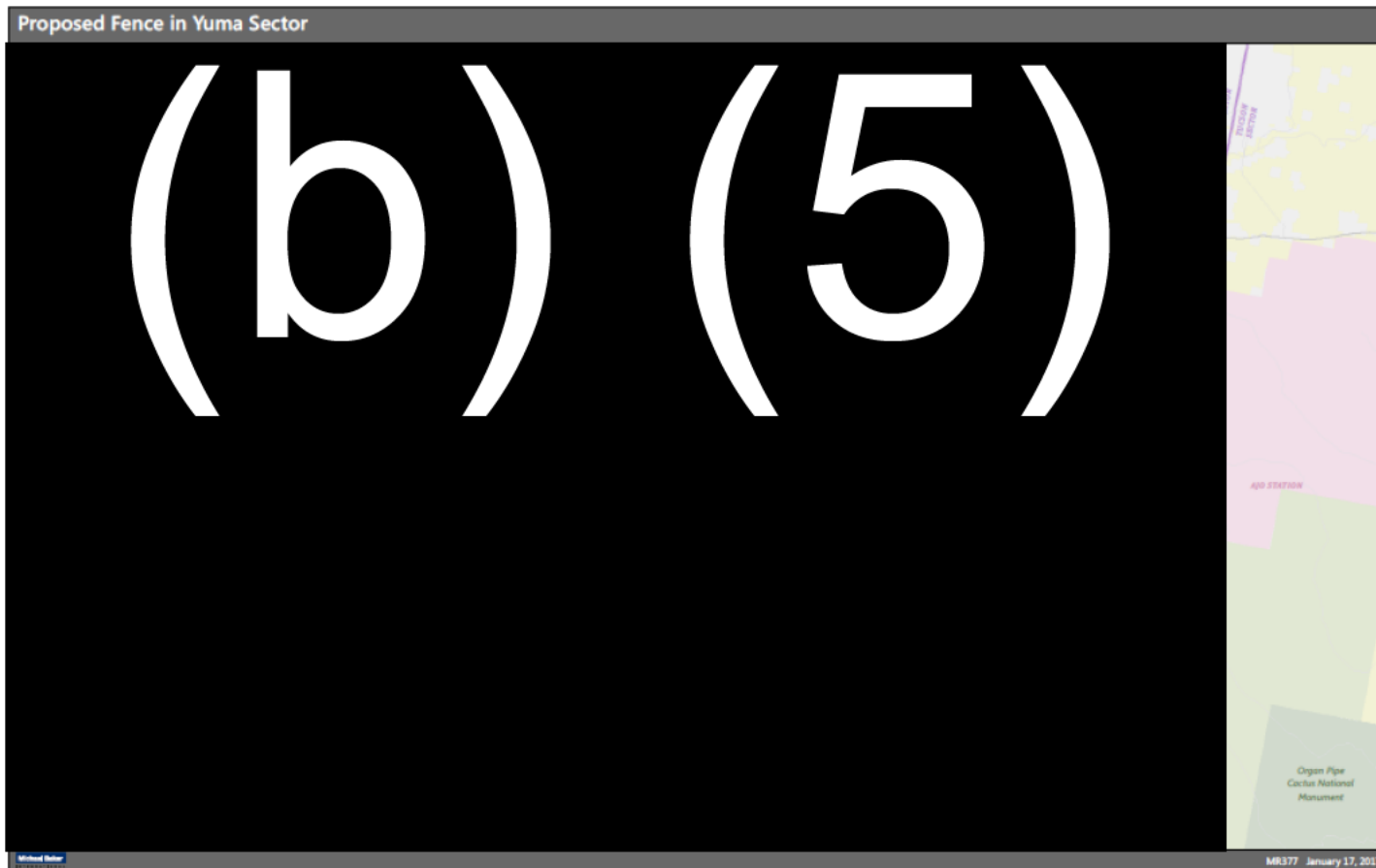
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## Yuma Sector

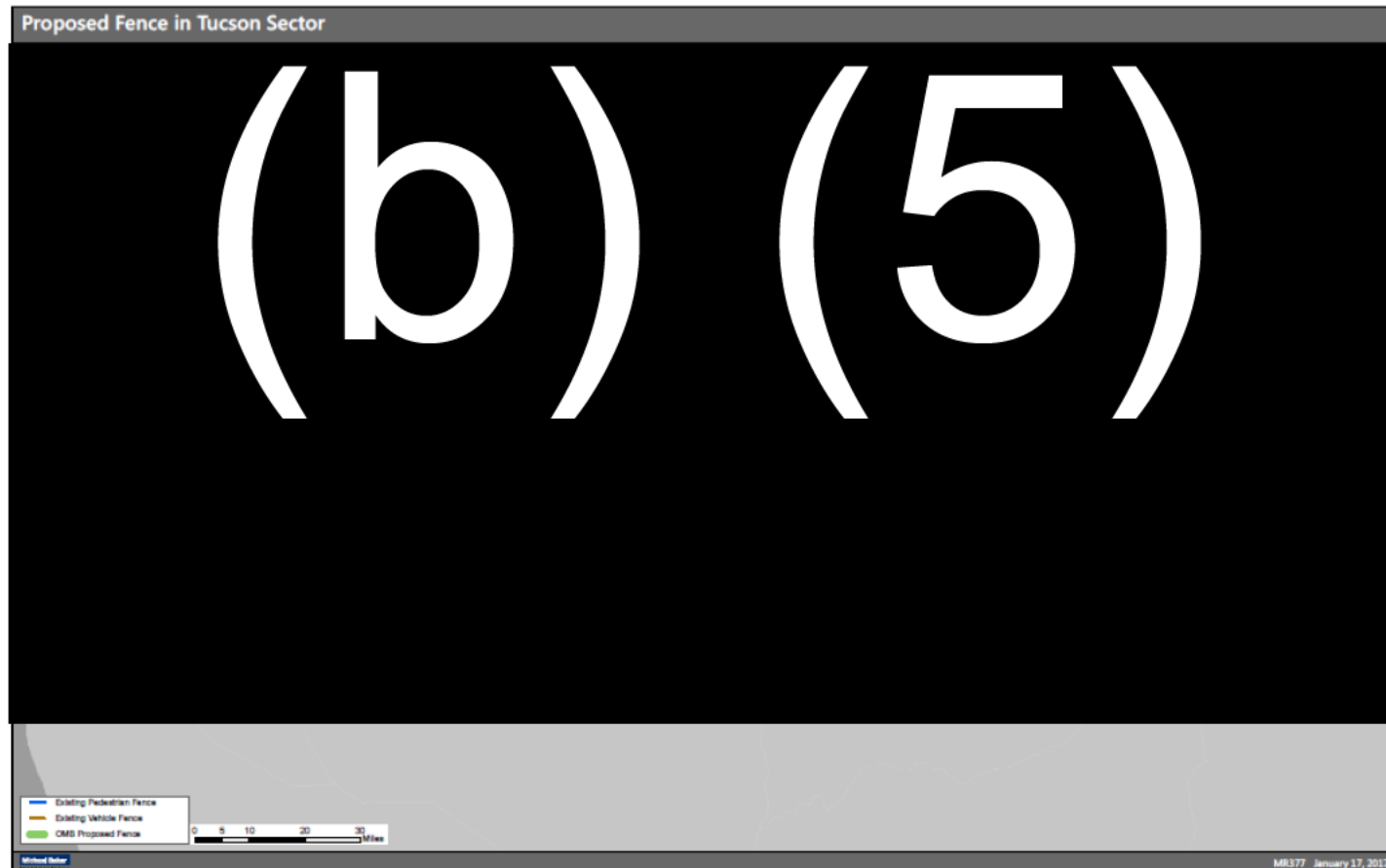


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## Tucson Sector



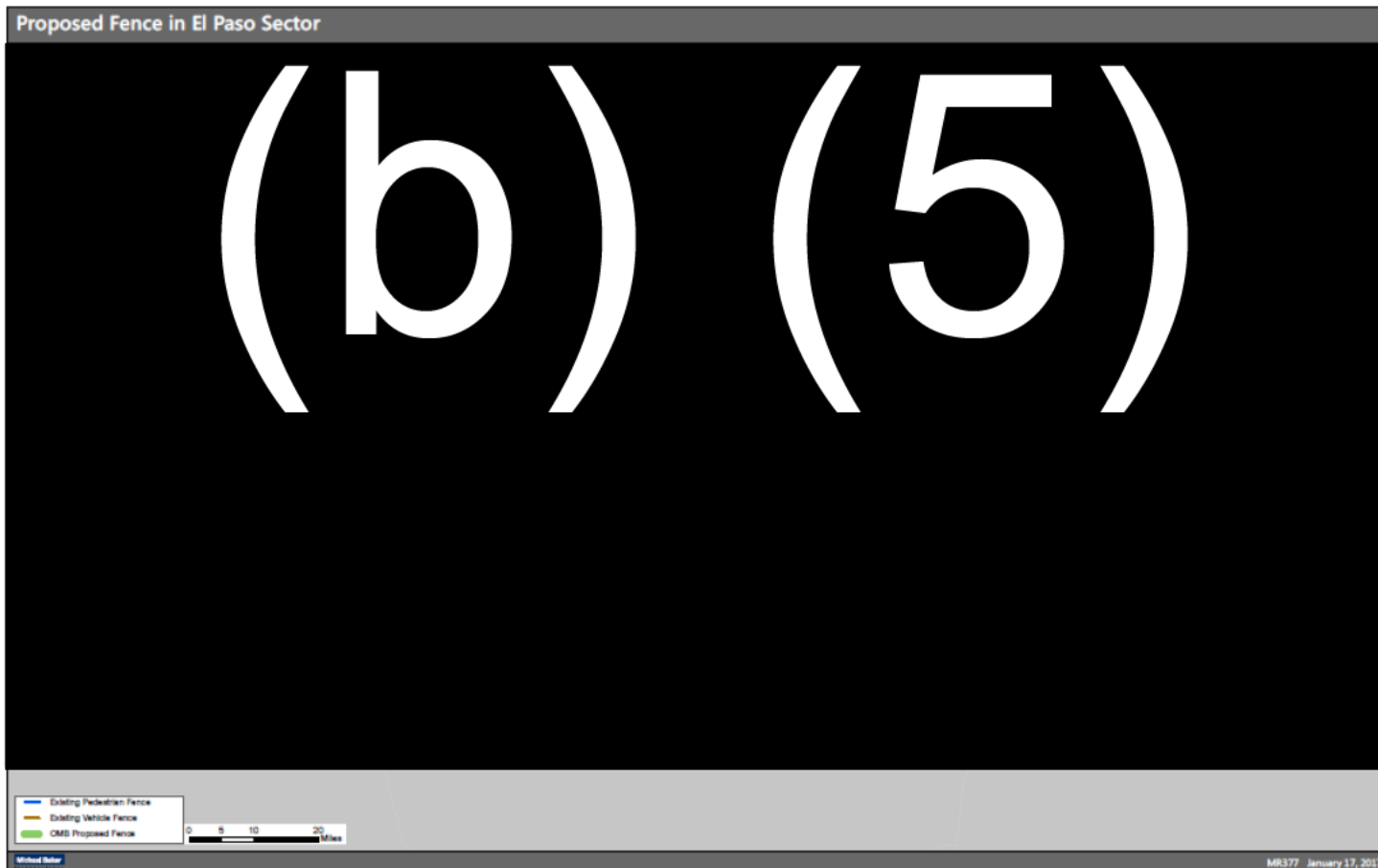
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## El Paso Sector



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## Big Bend Sector

Proposed Fence in Big Bend Sector

(b) (5)

Michael Baker

MB177 January 17, 2017



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## Del Rio Sector

Proposed Fence in Del Rio Sector

(b) (5)

Michael Baker

MR377 January 17, 2017



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## Laredo Sector

Proposed Fence in Laredo Sector

(b) (5)

United States  
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## Rio Grande Valley Sector

Proposed Fence in Rio Grande Valley Sector

(b) (5)



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